



JEFFERSON COMMUNITY & TECHNICAL COLLEGE

Response to Recommendations

Of the Council on Postsecondary Education

Committee on Equal Opportunities Campus Visit

September 29, 2006

Jefferson Community and Technical College Response to CPE – CEO Committee

GENERAL RECOMMENDATIONS	Strategy/Action	Status or Implementation Date
<p>1.) JCTC should consider conducting a desk audit of its advising policies and procedures and use the results to develop guidelines that are consistent across the five campuses. Students reported that the advising services are fragmented and are not consistent from the downtown campus, to the technical campus and the southwest campus. For example, students noted that although the downtown and technical campuses are part of a single institution, technical campus students are required to travel to the downtown campus for counseling, support services, and to purchase books and other supplies. Parking is severely limited at the downtown campus.</p>	<p>An Advising Committee was established representing all five campuses. The Committee undertook the following activities:</p> <ul style="list-style-type: none"> ▪ An advising audit in which the advising activities at all five campuses were assessed. ▪ The identification of similarities and inconsistencies in advising practices across the college. ▪ Establishment of five advising subcommittees, composed of faculty members and a student representative, to recommend solutions to problems identified (committee work is underway). <p>The college undertook an investigation of the concerns expressed by the technical campus students; in fact,</p> <ul style="list-style-type: none"> ▪ Counseling and support services are currently provided to both day and evening technical campus students. ▪ On-line purchasing of books and supplies is available to technical campus students (indeed ALL JCTC students). ▪ This on-line purchasing is also available to students receiving financial aid. <p>However, the investigation team agreed that it is possible that technical campus students were not aware of the on-line purchase service; therefore, the college has posted conspicuous signage around the technical campus promoting this on-line book purchase service. (A representative copy of this signage is attached to the report.)</p> <p>Note: there is high usage of the on-line purchasing service at other campus locations; the college, therefore, expects that, with appropriate signage promotion, technical campus students will utilize this service heavily as well.</p>	<p>Recommendations will be reviewed and appropriate actions determined for implementation during the 2007-2008 academic year. Status: On-going.</p> <p>The Director of Business Services is accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for the area.</p> <p>The college will track usage of the on-line purchase service by technical campus students. Status: on-going.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

GENERAL RECOMMENDATIONS	Strategy/Action	Status or Implementation Date
<p>2.) Customer service in Financial Aid needs to be reviewed and improved. Students voiced strong concern about their treatment by staff of the student financial aid office. Students stated that staff members exhibited non-professional behavior, including bad attitude, rudeness, impoliteness, and a general lack of interest in providing assistance. A number of students stated that they avoided the financial aid office to evade mistreatment and paid for their education with personal funds.</p>	<p>In response to concerns expressed by students during the CEO visit, the Financial Aid Office revisited its “Vision Statement” and “Statement of Ethical Principles.” (These are attached to this report.) These statements will ground the following actions and strategies for increasing student satisfaction with financial aid services:</p> <ul style="list-style-type: none"> ▪ The Financial Aid staff attend the annual Kentucky Association of Student Financial Aid Administrators’ Support Staff Workshop and conferences; they will take part in diversity and customer service training sessions offered. ▪ Additionally, the office conducts its own annual staff retreat. At the 2007 retreat, scheduled for April 27, the Director of Diversity will facilitate a workshop. Additional sessions will be conducted by facilitators from other community organizations. ▪ The Director of Financial Aid will use part of her regularly scheduled staff meetings to “operationalize” the concept of customer service, identifying behaviors that both contribute to and prevent customer satisfaction. Excellence in customer service will be evaluated as part of each individual’s performance review and as a part of the office’s overall area review. ▪ A “comment card,” developed by the Director of Financial Aid, has been implemented as one tool to analyze overall customer service delivery by the Financial Aid Office staff. ▪ The Financial Aid Office’s physical space is being re-designed focusing on appearance, accessibility, and privacy with customer service issues at the forefront. ▪ During the past fall and spring registration periods, the Financial Aid Office re-directed the office flow and provided bottled water, snacks, and a children’s area to the students who came to its downtown office. ▪ The Financial Aid web-page is reviewed on a regular basis in order for students to have the latest information at their disposal. Over the past twelve months, the FA pages have 	<p>The Staff Retreat is scheduled for April 27, 2007. All activities not noted as completed are on-going.</p> <p>The Dean of Student Services (DT) is accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for the area.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

	<p>been updated nine times, including the posting of a new web contact form as an additional method of communicating with the Financial Aid Office.</p> <ul style="list-style-type: none">▪ The Financial Aid Call Center was established in August, 2006; first year data is being collected for analysis and further program development.▪ Of the eleven formal complaints received by the Director of Financial Aid over the past fourteen months, ten were positively resolved through the Financial Aid office.▪ Additional staff positions have been requested in the FY08 Financial Aid budget.▪ Finally, a protocol is being developed for campus-wide distribution to the JCTC faculty/ staff, which will clearly communicate whom students, staff, and faculty should contact for financial aid issues.	
--	--	--

Jefferson Community and Technical College Response to CPE – CEO Committee

GENERAL RECOMMENDATIONS	Strategy/Action	Status or Implementation Date
<p>3.) The institution should simplify and better communicate the online registration process. While JCTC insists that students can apply and register online or in person at any campus, students believe that they must complete their application and registration at the downtown campus even though the program and curriculum that they are interested in are taught at the other campuses.</p>	<p>Improvements have been made both to the on-line registration process and to Jefferson's strategies for communicating these to students.</p> <ul style="list-style-type: none"> ▪ In an effort to make on-line registration more readily accessible, all JCTC students with 18 or more hours completed have been "activated" to allow them to register on-line. ▪ All materials communicating this change have been accompanied by strong cautions that students should NOT register themselves until they have either seen an academic advisor, filled out an Academic Program Plan (APP), or used the PeopleSoft self-service advising audit to determine the classes they need. ▪ Simplified instructions for use of the on-line advising audit have been sent to students and also posted on the college's website. ▪ The college's website continues to undergo extensive renovation. ▪ Students now can locate instructions for applying and enrolling specific to them (new student, returning student, international students, etc.) ▪ These instructions make clear what students may do on-line and what they must do in person. It also clarifies that students may register and apply at <u>any</u> campus and the instructions also specify what hours of services are available. 	<p>All listed improvements have been implemented.</p> <p>The Provost, in conjunction with the Student and Academic Affairs Leadership Team (SALT), is accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for the academic affairs and student affairs as needed.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

GENERAL RECOMMENDATIONS	Strategy/Action	Status or Implementation Date
<p>4.) Rather than ignoring the perceptions of the public, students, faculty, and staff regarding the image of the technical campus, the perceptions should be embraced and efforts put in place to promote diversity through campus programs. The institution should accept its moral responsibility to take the high ground and enter into a dialogue with the community to overcome perceived negative images/stereotypes.</p>	<p>The technical campus has begun several initiatives as part of its formal, ongoing planning to address its relationship with all minority groups, with particular focus on the African-American populations in the Russell Neighborhood Area (JCTC's community neighbor to its west).</p> <p>Among the "first fruits" of this plan are the Following:</p> <ul style="list-style-type: none"> ▪ Partnership discussions with the Louisville Urban League, centered around their Construction Careers Collaboration project. ▪ A meeting with the Russell Neighborhood Development Authority to explore a program partnership revolving around teens and agribusiness. ▪ A meeting between the Director of Diversity and representatives of the Presbyterian Community Center in which partnership opportunities were explored. The PCC is in the Smoketown neighborhood, another predominately African-American community east of the downtown JCTC campus. ▪ Meetings initiated by JCTC President Tony Newberry and Simmons College President Kevin Cosby to discuss cooperative academic agreements, among them "one plus one" transfer programs in occupational areas, primarily involving Jefferson's technical campus. ▪ Focus groups with minority community leaders planned for summer and fall to assess current perceptions of the Jefferson Community and Technical College as a whole and, in particular, the technical campus. 	<p>The President and the President's Staff, which includes both the Director of Diversity and the Academic Dean for the technical campus, will oversee the development and implementation of a comprehensive plan.</p> <p>The Dean of the Technical Campus is accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for the area.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

	<ul style="list-style-type: none">▪ Analysis of information from the recent KCTCS sponsored marketing survey gathered from focus groups of young, at-risk African American students in Louisville to develop effective recruitment strategies for this group.▪ Continuing efforts to work collaboratively with YouthBuild, a program for at-risk youth, many of them African American, which is housed on the technical campus▪ Expansion of the Career Pathways Licensed Practical Nurse Program, a cooperative venture between Central High School and the LPN program on the technical campus▪ Development of an African American Studies Certificate program, accessible to students on all three Jefferson County campuses, which focuses attention on issues of African American history and culture▪ Developing a new Academic Division, the Division of Public Safety, which will be based on the Technical Campus and encompass programs in Criminal Justice, Law Enforcement, Corrections, Fire Sciences, Homeland Security, Emergency Management and Fire and Rescue.	
--	--	--

Jefferson Community and Technical College Response to CPE – CEO Committee

GENERAL RECOMMENDATIONS	Strategy/Action	Status or Implementation Date
<p>5.) The JCTC President should consider putting in place a strong evaluation system that holds administrators accountable for diversity or lack thereof (students, faculty and staff) at all campuses. The system should reward good performance by administrators, faculty and staff in regards to diversity in colleges and departments.</p>	<p>Beginning with a the 2007-2008 academic year, accountability for diversity objectives will be included in the performance review plans for senior administrators who report directly to the President and Provost.</p> <p>While JCTC meets the goals established by the Kentucky Plan, the college recognizes these as minimum thresholds, which its goal is to far exceed. To achieve this goal, the college will conduct an analysis of diversity (faculty, staff, student) by program and by campus and identify strategies for enhancing diversity:</p> <ul style="list-style-type: none"> ▪ Baseline data will be run for all programs and campuses in Summer, 2007 ▪ Area Review and Evaluation Reports completed by academic program coordinators and department heads will reflect an analysis of diversity by program, by campus. ▪ All Deans/Directors(academic, student & campus) will review the analysis of diversity, as reflected on the Area Review and Evaluation Report, and will submit recommendations to the President's Staff ▪ Diversity will be a key element in the review and update of the JCTC Mission and Goals Statement scheduled for completion by December, 2007 	<p>The new strategic plan, to be completed by Fall, 2007 will reflect the diversity initiative.</p> <p>The Office of Institutional Research will disseminate diversity reports in August, 2007.</p> <p>In Fall, 2007, the Director of Diversity, working with the Diversity Committee, will revisit the diversity definition developed in 2006 and determine if revision is needed.</p> <p>Roll-out of the Diversity Plan will begin in August, 2007.</p> <p>The President and Provost are accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for their areas.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

GENERAL RECOMMENDATIONS	Strategy/Action	Status or Implementation Date
<p>6.) The college should conduct a desk audit of recruitment efforts, policies and procedures to ensure efficiency of implementation and productivity and develop implementation guidelines that are consistent across campuses. Comments by students, faculty, and staff indicated that recruitment efforts are not consistent across campuses</p>	<p>A desk audit of recruitment efforts, policies, and procedures revealed the need for an Integrated Marketing Team made up of faculty, staff, and students from multiple departments, disciplines, and campuses to ensure consistency throughout the college and enhance JCTC's recruiting efforts. The college formed such a committee in February, 2007.</p> <p>The goals of the committee are multifold. They are to identify:</p> <ol style="list-style-type: none"> 1. Underserved populations in our community and develop marketing and recruitment plans to reach them. 2. Underserved college programs and develop marketing and recruitment plans to fill the programs. 3. New programs to better serve the needs of our community. 4. Processes that might be hindering marketing and recruitment 5. Creative marketing efforts to promote campuses and programs to audiences who might not ordinarily consider them. <p>The team is in the process of developing committees focused on processes, programs, and recruitment. In addition, in April 2007, the college's three recruiters will begin reporting to the Marketing and Public Relations Director. Previously, the recruiters worked in separate departments for different supervisors. Combining marketing and recruiting into one department will allow for cohesive and comprehensive marketing and recruitment efforts. The department will examine the recruitment process from first contact</p>	<p>The Director of Public Relations & Marketing is accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for the area.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

	<p>through enrollment.</p> <p>The plan is to develop marketing and recruitment plans with specific goals and timelines.</p> <p>The college also is working with the Kentucky Community & Technical College System office to develop a series of advertisements, direct mail publications, brochures, and messages that are consistent among all KCTCS institutions.</p>	
--	---	--

Jefferson Community and Technical College Response to CPE – CEO Committee

GENERAL RECOMMENDATIONS	Strategy/Action	Status or Implementation Date
<p>7.) The college should investigate the value of and consider establishing a recruitment committee to guide recruitment overall, but also with a subcommittee exclusively on the recruitment of underrepresented minority groups for all campuses.</p>	<p>In February, the college formed an Integrated Marketing Team, made up of faculty, staff and students from multiple departments, disciplines and campuses. Using KCTCS market research, including focus groups consisting of at-risk, African American students, the college is developing strategies to identify:</p> <ol style="list-style-type: none"> 1. Underserved populations in our community and develop marketing and recruitment plans to reach them. 2. Underserved college programs and develop marketing and recruitment plans to fill the programs. 3. Creative marketing efforts to promote campuses and programs to audiences who might not ordinarily consider them. <p>In another development, in April 2007, the college's three recruiters will report to the Marketing and Public Relations Director. While one of the recruiters has been dedicated to minority recruitment, the new department is developing a comprehensive marketing and recruitment plan that will combine marketing, recruiting, and community outreach.</p> <p>Current efforts focused on minority recruitment include recruitment visits to African-American churches and communities and visits to communities with large immigrant populations. Plans call for the college to further identify underserved populations and marry them with various opportunities at the college, for example, promoting our Southwest Campus to African-American students. In addition, the college will develop recruiting efforts to include more campus visits and special events to attract people to campus, contact from current students, and other "high-touch" efforts.</p>	<p>The Director of Public Relations and Marketing is accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for the area.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

GENERAL RECOMMENDATIONS	Strategy/Action	Status or Implementation Date
<p>8.) JCTC should seek to build a stronger relationship with Kentucky State University to provide greater access and transfer opportunity for qualified students interested in pursuing bachelor's degrees.</p>	<p>The first meeting with Dr. Charles Bennett of KSU is scheduled for April 17, 2007 on the KSU campus. Dr. Anthony Newberry will be accompanied by the Director of Diversity and several other key staff.</p> <p>Discussions will begin in areas where articulation agreements exist between KSU and other KCTCS colleges, such as Biology, Chemistry, Math, and Networking and Computer Information Systems. In keeping with the particular needs of the Commonwealth, the colleges will focus on the areas of Science, Technology, Engineering, and Mathematics (STEM).</p>	<p>The Deans of Academic Affairs are accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for their area.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

COMMUNICATION TO STUDENTS, FACULTY AND STAFF	Strategy/Action	Status or Implementation Date
<p>1.) To the extent possible, the college should provide uniform services at each of the JCTC campuses. There appears to be conflicting interpretations within the system of the services provided at each campus and centrally. Technical campus students expressed concern regarding travel to the downtown campus to receive counseling and support services, as well as to purchase books and supplies; paradoxically, students enrolled at the Southwest campus purchase books and supplies at the southwest campus, though the hours of operation may vary.</p>	<p>The college conducted a thorough review of all services in response to this recommendation. It has verified that all counseling and support services are available to ALL students regardless of their campus location.</p> <p>Each campus location is different in size. In some cases the difference is extreme; Shelbyville and Carrollton have fewer than 500 students each, while the Downtown Campus has 6246 students. By necessity, therefore, there is a difference in staffing. For example, the Downtown Library has a full-time staff of twelve, while the SW Campus, with approximately 2,325 students, has a staff of four. However, there is a Library Coordinator at every campus, all of whom are members of the college-wide Library Council, which ensures consistency of services.</p> <p>What is also consistent is the high level of commitment and dedication of our staff in the counseling and support services college-wide.</p> <p>With specific regard to the bookstore, the Technical Campus Academic Dean, the Director of Business Services, and the Director of Diversity have met and determined that, although on-line purchasing of books and supplies is available to ALL JCTC students (including those receiving financial aid), technical campus students may not have been made sufficiently aware of the on-line purchase service; therefore, the college has posted conspicuous signage around the technical campus promoting this on-line book purchase service. (A representative copy of this signage is attached to the report.)</p>	<p>This review has been conducted and all necessary improvements have been implemented.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

COMMUNICATION TO STUDENTS, FACULTY AND STAFF	Strategy/Action	Status or Implementation Date
<p>2.) The college should identify and communicate “best practices” to establish and promote the support services that are available to students at each campus and centrally at the downtown campus. Students at the downtown campus were very complimentary of the support services they receive, as well as the relationships and good will shown by faculty and staff. Students at the technical campus said that they were unaware of any of any support services available at their campus.</p>	<p>Signage will be created and posted, indicating the scope and availability of student support services at the Technical Campus. As described above, particular efforts will be made to communicate on-line book purchasing and the hours and location of counseling, testing, financial aid, registration, and cashiering services.</p>	<p>The Dean of the Technical Campus is accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for the area.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

COMMUNICATION TO STUDENTS, FACULTY AND STAFF	Strategy/Action	Status or Implementation Date
<p>3.) The college should, by policy, include diversity events and activities in the JCTC master calendar. Also, a specific office or person should be identified and communicated to students, administrators, faculty and staff should they need to discuss concerns, difficulties, or questions regarding the institution or campus environment.</p>	<p>While the college does not have a master calendar <i>per se</i>, diversity events and activities are communicated through e-mail, campus calendars, and the <i>Jefferson E-News</i>. In addition, the Director of Diversity is systematically meeting with groups and individuals college wide to communicate her presence and her desire to assist students, administrators, faculty, and staff with questions or concerns regarding the institution or campus environment.</p> <p>Since her hiring in January, she has:</p> <ul style="list-style-type: none"> ▪ Met with existing groups concerned with diversity issues (ESL Committee, Black Affairs Committee, the Women's Issues Network, etc) ▪ Established a formal connection between campus groups and the Diversity Office <p>In addition, she is currently:</p> <ul style="list-style-type: none"> ▪ Developing a Master Diversity Calendar for roll-out with the Fall, 2007 semester ▪ Designating bulletin boards at all campuses where diversity information will be posted. <p>The Director of Diversity will work closely with the College Leadership Team to respond to diversity issues surfacing through the annual College Climate Survey and the annual student survey. Additionally, the Diversity Office will work closely with the Human Resources Department to respond to individually expressed concerns.</p>	<p>The Director of Diversity is accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for the area.</p>
<p>4.) The college should clearly identify the Southwest Campus on the JCTC website. Students at the SW campus stated that they were unable, or had difficulty, locating the web link for the SW campus when attempting to access information through the JCTC website.</p>	<p>The Jefferson Community and Technical College website is a topical website, which means that each campus of the college does not have a specific geographical page. In fact, the college desires, as other recommendations have suggested, to ensure that all services and information is available at all campuses. However, in light of this recommendation, the Southwest Academic Dean was asked to examine the website for inclusiveness and accuracy of information about the Southwest Campus. She noted the following:</p>	<p>The SW Dean of Academic Affairs, in conjunction with the college's webmasters, is accountable for ensuring that information on the website regarding the SW campus is accurate and complete.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

	<ul style="list-style-type: none">▪ The JCTC Home Page was recently updated so that information that is common to the college is now readily and easily accessible to all students▪ Information specific to each individual campus is available via links on the Home Page. For example, there are links on the Home Page to “Information about SW Classes”, “SW Services”, “Hours of operation”, “Southwest Department Listing”, and “Degrees offered at Southwest”.▪ Information regarding improved TARC service to the SW Campus is also being readied for posting on the website	
--	--	--

Jefferson Community and Technical College Response to CPE – CEO Committee

COMMUNICATION TO STUDENTS, FACULTY AND STAFF	Strategy/Action	Status or Implementation Date
<p>5.) The college should review its policies and clearly communicate to students in the nursing program at the technical campus the requirements for program continuation, i.e., make or break tests etc. Students enrolled at the technical campus stated that they were surprised to learn that a test would be administered (make or break) to determine whether the student would transition from one phase of the program to the next. Students claimed that the existence of these tests is introduced in the syllabus, or during the initial class meeting, which is insufficient for them to properly prepare.</p>	<p>Successful completion of the dosage calculation exams is essential for progression in the Practical Nursing Program. The following measures have been instituted to assure student awareness of this requirement and to help promote their success:</p> <ol style="list-style-type: none"> 1. Information has been added to the Practical Nursing Curriculum guide clarifying the requirement. 2. As part of their pre-admission packet, all students are asked to complete a self-assessment in the mathematics needed for successful dosage calculation. Any students needing assistance are provided with this assistance beginning at their admission into the program. 3. Students are being advised to take all recommended developmental courses prior to applying to the PN Program. 4. Students who are newly admitted to the Practical Nursing program are advised of this requirement during the mandatory orientation session that is held prior to the beginning of classes. 5. A review of basic math skills is being added to the mandatory orientation sessions. 6. Information concerning this requirement continues to be printed in the course syllabus in NPN 110 (Pharmacology I) and NPN 130 (Pharmacology II) and discussed with the students on the first day of classes. 7. Students who are unsuccessful on their first attempt to pass the dosage calculation exam will be given an opportunity to remediate deficiencies and retake the exam. Individual tutorial support will be provided. 	<p>The Dean of Allied Health and Nursing and the Coordinator of the Practical Nursing Program are accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for their areas.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

COMMUNICATIONS TO FACULTY AND STAFF	Strategy /Action	Status or Implementation Date
<p>1.) The college should review the strategies currently in place to ensure the policies promote and result in the desired outcome in support of more diversity at higher levels within the university. Discussions with the faculty and staff appeared to question the existence of a formal plan for career development/advancement. Such a notion, if true, leaves a heavy burden of trust with the institution. The committee believes that it is crucial that students and staff believe that the institution is considering their best interest as policy is developed and implemented.</p>	<p>As stated above, while JCTC has consistently met the goals established by the Kentucky Plan, the college recognizes these as minimum thresholds, which its goal is to far exceed. To that end, it commits itself both philosophically and practically to activities that will ensure diversity throughout the college infrastructure.</p> <p>JCTC, as part of the KCTCS, is committed to a discrimination-free workplace, neither condoning nor tolerating practices that illegally discriminate against any person.</p> <p>JCTC, as part of the KCTCS, also supports and promotes the goal of the KCTCS Affirmative Action Plan, which is to have a workforce that includes qualified persons irrespective of race, color, creed, religion, national origin, gender, marital status, disability, sexual orientation, or age.</p> <p>JCTC fully and aggressively supports the tenets of the Board of Regents' Resolution Embracing and Valuing Diversity and is committed to seeking to "increase the diversity in the makeup of the student body, faculty and staff."</p> <p>To achieve these results, the college is undertaking a comprehensive initiative to attract and retain a diverse workforce, including activities in recruiting, career advancement and professional development, and retention:</p> <ul style="list-style-type: none"> ▪ The Director of Diversity has provided the Human Resources Office with suggestions for recruiting African American administrators and staff, which are already being utilized. (The list of suggested recruiting resources is attached to this report.) ▪ When hiring is ready to begin for new faculty for the 2007-2008 academic year, the Provost will also consult with the Director of Diversity 	<p>The President is accountable for this initiative assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for the area.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

	<ul style="list-style-type: none">▪ regarding how and from where to solicit a diverse pool of applicants.▪ The Director of Diversity is working with both the Director of Human Resources and others (such as the Director of Computer Services) to develop “on-boarding” processes that will promote retention and employee satisfaction▪ Computer Services Department has offered suggestions to improve the on-boarding process <p>In addition, as described below, the college has identified several initiatives it will undertake to promote the development of junior faculty and staff so that they can assume higher leadership positions within the organization.</p>	
--	---	--

Jefferson Community and Technical College Response to CPE – CEO Committee

EMPLOYMENT AND CAREER ADVANCEMENT	Strategy/Action	Status or Implementation Date
<p>1.) JCTC should consider implementing a recognition/rewards program that publicly acknowledges the success of campuses for achieving diversity objectives. Deans, chairs, and provosts should be encouraged by actions of top administrators to achieve diversity objectives.</p>	<p>The following actions have already been taken:</p> <ul style="list-style-type: none"> ▪ The President has publicly committed resources in the FY 08 budget (now under development) to strengthen existing reward programs that recognize the achievement of diversity objectives. ▪ Beginning with the 2007-2008 academic year, accountability for diversity objectives will be included in the performance review plans of all senior administrators who report directly to the President and Provost. ▪ As one of KCTCS' and JCTC's strategic goals, achieving diversity objectives is one of the goals for which individual merit bonus can be awarded. ▪ All Area Review Evaluations (AREs), completed each year by every college unit as a part of their institutional effectiveness and budget development process, have been revised to include diversity objectives as one of the items on which department success will be evaluated. ▪ Diversity achievement results will be highlighted college-wide through a variety of vehicles, which will include, but not limited to, the following programs: <ul style="list-style-type: none"> ✓ Faculty and Staff Recognition ceremonies (Commencement, Faculty Recognition Programs) ✓ The KCTCS annual New Horizons Conference ✓ Student Recognition Programs (Awards Night, Commencement) ✓ AASE (African American Students of Excellence) Awards ceremony. 	<p>The President is accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for the area. In addition, as indicated, the evaluation of diversity objectives will be part of the faculty, staff, and institutional evaluation processes already in place at the college.</p>

Jefferson Community and Technical College Response to CPE – CEO Committee

Strategy/Action	Status or Implementation Date	Status or Implementation Date
<p>Various career development activities are already in place for faculty and staff (including free college tuition, opportunities for internships, the KCTCS President's Leadership Academy, leadership and service opportunities, and others.) However, JCTC will establish a formal Career Development & Advancement Program, for faculty and staff to include the following:</p> <ul style="list-style-type: none"> ▪ Leadership Jefferson (a program that will provide professional development and internship opportunities for up to twenty faculty and staff annually to prepare participants for career advancement within the institution) ▪ Mentoring Program (pairing junior faculty and staff with senior colleagues to provide shadowing and experiential learning opportunities) ▪ Career Ladder Program (providing formal career and educational counseling and guidance for those desiring to move up within the institution) ▪ Job Analysis (assessment) of leadership positions <p>These programs will be supported by and expansions of the existing professional development and employee educational benefit programs already in place at the institution.</p> <p>The Director of Diversity came on board on January 29, 2007 and reports directly to the President of JCTC.</p>	<p>The Career development & Advancement Program design will be completed by Fall, 2007 with implementation of the first session in Spring, 2008.</p> <p>The Director of Diversity and the Professional Development Coordinator are accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for their areas.</p> <p>Completed February 15, 2007</p>	<p>The Career development & Advancement Program design will be completed by Fall, 2007 with implementation of the first session in Spring, 2008.</p> <p>The Director of Diversity and the Professional Development Coordinator are accountable for this initiative; assessment of its success will be reported through the Area Review and Evaluation Report and the Institutional Effectiveness Improvement Plan for their areas.</p> <p>Completed January 2007</p>